

INDEPENDENT POLICE INVESTIGATIVE DIRECTORATE
STRATEGIC PLAN 2015 - 2020

STRATEGY-



ipid

Department:
Independent Police Investigative Directorate
REPUBLIC OF SOUTH AFRICA

FOREWORD BY THE MINISTER OF POLICE

This year, as we commemorate the 60th anniversary of the adoption of the Freedom Charter, we should reflect on the progress we have made to realise the principle set out in the charter, namely that: 'The police force... shall be the helpers and protectors of the people'.

Such a reflection is important for both the South African Police Service (SAPS), as the key implementers of our government's safety and security policies and the Independent Police Investigative Directorate (IPID), as the oversight mechanism established to keep criminality out of the ranks of the SAPS.

This means that the SAPS should do everything in its power to live up to the expectation of being '...helpers and protectors of the people' and to ensure that South Africans 'are and feel safer'. There should be mechanisms in place to rid the police service of those elements who continue to tarnish its reputation and that of the country through criminal conduct.

To this end, as the Ministry of Police, we continue to support all the efforts which are meant to ensure that all South African citizens look up to and accept the police services as the '...helpers and protectors of the people'.

The IPID, which was established to investigate specified allegations of offences allegedly committed by members of our policing agencies, namely the SAPS and Municipal Police Services (MPS), is an important tool in ensuring that this happens. In line with the National Development Plan (NDP), IPID should focus its efforts in strongly contributing to the professionalisation of the police services. It can do this by investigating cases and making meaningful policy recommendations. Such recommendations will enable the policy makers to come up with policies that will lead to the realisation of the NDP vision as well as the Freedom Charter.

The establishment of regional and district offices of the IPID countrywide will ensure that the poorest of the poor have access to qualitative and speedy justice. This underscores our government's commitment to delivering equal access to justice for all South Africans, rich or poor, black or white, urban or rural.

We have noted with concern the prevalence of violent public protests in communities around our country. We reiterate the point that while people are free to exercise their right to protest, such protests cannot be allowed to jeopardise the safety and well-being of other people, and damage to property. The police must deal with such criminal elements effectively so that genuine grievances of our people are not de-legitimised by unnecessary violence and lawlessness.

The government continues to work tirelessly to improve the efficiency of the criminal justice system. Such efforts are made to enhance service delivery to all South Africans. As part of our government system, the IPID is correct in putting together strategies and plans to ensure better service delivery with fewer resources.

We remain focused on the immense task to extinguish the legacy of injustice and to create a society based on fundamental human rights and freedoms. Our collective efforts should result in the restoration of dignity to our people. Ultimately, the professionalisation of the SAPS and MPS as envisioned by the NDP will strengthen the confidence of our people in a fair and impartial criminal justice system and ensure a better life for all.



MINISTER OF POLICE
MR N NHLEKO, MP

FOREWORD BY THE DEPUTY MINISTER OF POLICE

In November 2014 I had an opportunity to attend the Independent Police Investigative Directorate's (IPID) Lekgotla and I was able to witness the crafting of the strategic plan and annual performance plan of the IPID.

All departments are experiencing budget cuts due to the constrained financial environment. The government has introduced austerity measures to assist all of us to cope with an unfavourable fiscal climate. The reality is that we still have to fulfil our mandate in the service of all our citizens. They still expect us to investigate acts of criminality and bring the perpetrators to book. They still expect us to make recommendations to ensure justice for the victims of police criminality. Moreover, they expect us to contribute to improving policing in our country. We dare not fail them!

While we do our work, let us not forget the vulnerable in our society such as women and children who continue to endure the most of all social ills in our country. Let us prioritise the investigation of cases, especially if the victims are women and children.

The IPID should strive to establish partnerships with different stakeholders close to the community it serves. It is through such partnerships that the community will know its work and it will receive co-operation that will make it a better and service focused institution.

Since this document is a 5-year plan, the IPID should evaluate its progress on a yearly basis and make adjustments where necessary. As the IPID's performance increases, so will the confidence of our people grow in the criminal justice system.



DEPUTY MINISTER OF POLICE
MS MM SOTYU, MP

MESSAGE FROM THE EXECUTIVE DIRECTOR

The National Development Plan envisions that in 2030 people living in South Africa feel safe at home, at school and at work, and they enjoy an active community life free of fear. In line with this vision the strategic outcome-oriented goals of the IPID are linked to the achievement of Outcomes 3 (All people in South Africa are and feel safe) and 12 (an efficient, effective and development-oriented public service), as identified and adopted by Cabinet in September 2012 and encompassed in the National Development Plan. This Strategic Plan is a product of a process that involved the alignment with all the relevant mandates, reprioritisation of the strategic objectives and consultations with all relevant stakeholders.

As a result, the spending baselines underwent rigorous review and the budgetary allocations were realigned to support Government's outcomes, which are relevant to the IPID. The IPID's medium term strategic focus relates to ensuring that all people in South Africa are and feel safe. In addition, The IPID will focus on Outcome 3, combating corruption within the Police Service, in order to enhance its effectiveness and its ability to serve as a deterrent against crime.

The IPID's work is labour intensive and as such the bulk of budgetary allocations are appropriated to compensation of employees, with the Department's core service delivery programme, Investigation and Information Management receiving the bulk of the Department's budgetary allocation. It is envisaged that capacitating the core programme will extend beyond the MTEF period. The next five years will see the IPID becoming more capable of dealing with complex systemic corruption cases, which lie at the core of the moral erosion of the police service and has the most negative impact on demoralising the hardworking police officer who takes his oath to serve and protect seriously. A trend is already being established with the IPID having more systemic corruption cases than ever before. Some of these cases are at an advanced stage and will soon be completed.

It will take more than three years to realize some of the strategic goals set out in this document. IPID management has outlined these goals or priorities in order to retain focus on them beyond the MTEF period. These include the implementation of the Expansion Strategy, which seeks to roll out district and regional offices of the IPID to most parts of the country. Having only nine (9) provincial offices and nine district offices makes it difficult to reach all complainants and scenes of alleged police criminality. Vast distances make it difficult to respond swiftly to crime scenes. In some provinces, it is near impossible to preserve the integrity of crime scenes due to the long distances travelled by IPID investigators to reach those crime scenes.

In the past financial year, there was an increase in the number of criminal convictions. Similarly, IPID recommendations to the National Prosecuting Authority (NPA) as well as the number of matters placed on the court roll around the country increased. This is a positive development as it highlights the quality of IPID's investigations. However, this reality also means that IPID investigators will spend more time in courts testifying and ensuring that witnesses are available to testify. Over the five year strategic period, there will be a focus on further improving the quality of investigations to increase the number of decision-ready matters placed on court roll.

The primary reason for the enactment of the Independent Police Investigative Directorate Act of 2011 (Act No 1 of 2011), was to provide independent and investigative oversight over the Police. At present the IPID recommendations are not receiving the attention that the IPID Act intended. The next five years will see the IPID becoming more assertive in ensuring compliance with its recommendations.

Such assertiveness will include prosecutions as provided for in the legislation. This approach will also begin to address the issue that we raised in our Annual Report 2013/14, namely inappropriate sanctions, such as “suspended dismissal”, for serious offences.

Over the period covered by this strategic plan, we hope to make greater strides in achieving the vision of the NDP that all ‘people living in South Africa feel safe at home, at school and at work, and they enjoy an active community life free of fear’.

A handwritten signature in black ink, appearing to read 'RJ McBride', is written over a horizontal line.

EXECUTIVE DIRECTOR
MR RJ McBRIDE

Official sign-off

It is hereby certified that this strategic plan:

Was developed by the management of the Independent Police Investigative Directorate under the guidance of it's the Executive Director, the Minister of Police and the Deputy Minister of Police.

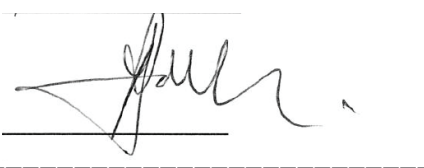
Takes into account all the relevant policies, legislation and other mandates for which the Independent Police Investigative Directorate is responsible.

Accurately reflects the strategic outcome-oriented goals and objectives that the Directorate will endeavor to achieve over the period 2015-2020.

MS LN NGCONGO
Chief Financial Officer

Signature: 

MR RJ McBRIDE
Accounting Officer

Signature: 

Approved by:

MR N NHLEKO, MP
Executive Authority

Signature: 

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LIST OF ABBREVIATIONS/ACRONYMS

AGSA	Auditor General of South Africa
AO	Accounting Officer
BBBEE	Broad Based Black Economic Empowerment
CFO	Chief Financial Officer
MEC	Member of Executive Council
HOD	Head of Department
PFMA	Public Finance Management Act
TR	Treasury Regulations
MTEF	Medium Term Expenditure Framework
SMME	Small Medium and Micro Enterprises
SCM	Supply Chain Management
EU	European Union
SITA	State Information Technology Agency
SDIP	Service Delivery Improvement Plan
APP	Annual Performance Plan
Assault GBH	Assault with intent to do Grievous Bodily Harm
DPP	Director of Public Prosecutions
ICD	Independent Complaints Directorate
IPID	Independent Police Investigative Directorate
NPA	National Prosecuting Authority of South Africa
MPS	Municipal Police Services
SAPS	South African Police Service
SPP	Senior Public Prosecutor
SOP	Standard Operating Procedure



PART A

STRATEGIC OVERVIEW

1. VISION

An effective independent investigative oversight body that ensures policing that is committed to promoting respect for the rule of law and human dignity.

2. MISSION

To conduct independent, impartial and quality investigations of identified criminal offences allegedly committed by members of the South African Police Services (SAPS) and Metro Police Services (MPS), and to make appropriate recommendations in line with the IPID Act, whilst maintaining the highest standard of integrity and excellence.

3. VALUES

The IPID adheres to the highest standards of ethical behavior through the continuous application of our values. The following values are the core from which we operate and respond:

- 1. Independence and impartiality**
- 2. Mutual respect and trust**
- 3. Integrity and honesty**
- 4. Transparency and openness**
- 5. Equity and fairness**
- 6. Courtesy and commitment**

4. LEGISLATIVE AND OTHER MANDATES

4.1. Constitutional Mandate

The IPID is guided by the principles set out in chapter 11 of the Constitution of the Republic of South Africa that govern national security in the Republic. Section 198(a) of the Constitution provides that:

National security must reflect the resolve of South Africans, as individuals and as a nation, to live as equals, to live in peace and harmony, to be free from fear and want to seek a better life.

Section 206(6) of the Constitution of the Republic of South Africa makes provision for the establishment of an independent police complaints body and stipulates that:

On receipt of a complaint lodged by a provincial executive, an independent police complaints body established by national legislation must investigate any alleged misconduct of, or offence committed by, a member of the police services in the province.

4.2. Legislative mandates

4.2.1. Independent Police Investigative Directorate (IPID) Act No.1 of 2011

4.2.1.1. Background

The former Independent Complaints Directorate (ICD) was established in 1997 in terms of chapter 10 of the SAPS Act No.68 of 1995, which pre-dates the 1996 Constitution, to promote consistent proper conduct by members of the South African Police Service (SAPS) and the Municipal Police Services (MPS). The legal

mandate of the ICD was primarily to investigate all deaths in police custody or as a result of police action, as well as criminal offences and serious misconduct alleged to have been committed by members of the SAPS and the MPS. The ICD functioned independently of the SAPS.

With the implementation of the IPID Act on 1 April 2012, the ICD was renamed the Independent Police Investigative Directorate (IPID).

4.2.1.2. Strengthening Independent Oversight

The IPID Act No. 1 of 2011 gives effect to the provision of section 206(6) of the Constitution, ensuring independent oversight of the SAPS and MPS. The IPID resides under the Ministry of Police and functions independently of the SAPS.

The objectives of the Act include, amongst others:

- (a) Align provincial and national strategic objectives to enhance the functioning of the Directorate;
- (b) Provide for independent and impartial investigation of identified criminal offences allegedly committed by members of the SAPS and the Municipal Police Services;
- (c) Make disciplinary recommendations to the SAPS resulting from investigations conducted by the Directorate;
- (d) Provide for close cooperation between the Directorate and the Secretariat; and
- (e) Enhance accountability and transparency of the SAPS and the Municipal Police Services in accordance with the principles of the Constitution.

The IPID Act empowers the Department to focus primarily on serious identified priority crimes committed by members of the SAPS and the MPS. It compels the SAPS and MPS to report on matters prescribed hereunder.

In terms of section 28(1) of the Act, the Directorate is obliged to investigate:

- (a) Any deaths in police custody;
- (b) Deaths as a result of police actions;
- (c) Complaints relating to the discharge of an official firearm by any police officer;
- (a) Rape by a police officer, whether the police officer is on or off duty;
- (d) Rape of any person in police custody;
- (e) Any complaint of torture or assault against a police officer in the execution of his or her duties;
- (g) Corruption matters within the police initiated by the Executive Director, or after a complaint from a member of the public or referred to the Directorate by the Minister, a MEC or the Secretary for the Police Service;
- (h) Any other matter referred to the IPID as a result of a decision by the Executive Director or if so requested by the Minister, an MEC or the Secretary for the Police Service as the case may be;

Section 28(2) further provides that the Directorate may investigate matters relating to systemic corruption involving the police.

In terms of Section 30 of the IPID Act, the National Commissioner or the appropriate Provincial Commissioner must-

- (a) Within 30 days of receipt thereof, initiate disciplinary proceedings in terms of the recommendations made by the Directorate and inform the Minister in writing, and provide a copy thereof to the Executive Director and the Secretary;
- (b) quarterly submit a written report to the Minister on the progress regarding disciplinary matters made in terms of paragraph (a) and provide a copy thereof to the Executive Director and the Secretary; and

(c) Immediately on finalisation of any disciplinary matter referred to it by the Directorate, to inform the Minister in writing of the outcome thereof and provide a copy thereof to the Executive Director and the Secretary;

4.2.2. Other mandates

The IPID contributes to the achievement of the goals set out in, inter-alia, the Ruling Party Manifesto, government outcomes and to the NDP by conducting independent and impartial investigations into allegations of criminality against members of the SAPS and MPS.

4.2.2.1. National Development Plan

The IPID plays an important role in the professionalising and the demilitarisation of the police service through conducting investigations and making appropriate recommendations. In addition, the IPID will make policy recommendations in consultation with the Civilian Secretariat to the Minister of Police.

4.2.2.2. Ruling Party Manifesto

The IPID mandate is directly linked to the manifesto in terms of Fighting Corruption and Crime; and Strengthening of the Criminal Justice System

4.2.2.3. Medium Term Strategic Framework (MTSF) 2015 - 2020

The core mandate of the IPID contributes towards the realisation of Outcome 3 as outlined in the Medium Term Strategic Framework (MTSF) 2015-2020, namely: "All people in South Africa are and feel safe".

5. SITUATIONAL ANALYSIS

5.1. Performance environment

In 1997, the DPSA determined that the ideal human capacity for the then ICD should be 535 posts. Even though the IPID directly investigates considerably more cases than its predecessor did, the human capacity is currently at 393 posts, far below the 535 posts that the ICD needed. This reality puts considerable pressure on the few human resources who have to deal with the heavy workload.

To implement its mandate of independence, the IPID should ideally have developed its own capacity to fully investigate cases, including the technical, forensic and ballistic side of its investigations. However, due to limited resources, the IPID relies on the SAPS for this expertise. This could impact on the integrity of the investigations and IPID's independence.

The IPID has nine (9) provincial offices and nine (9) smaller district offices. This situation makes it difficult to reach all complainants and scenes of alleged police criminality. Vast distances make it difficult to respond swiftly to crime scenes. In some provinces, it is near impossible to preserve the integrity of crime scenes due to the long distances travelled by IPID investigators to reach those crime scenes. This situation affects the effectiveness of investigations negatively.

Currently, the SAPS members' ratio to the population ratio is 1:3361, against a UN standard of 1:4002. In contrast, the IPID to SAPS and Municipal Police Service (MPS) ratio is 1:1100. Clearly even if the IPID tried harder than it has done, it will find it hard to fulfill its mandate with the current resources. The budget cuts for the 2015 to 2018 MTEF period will exacerbate this situation.

IPID management has addressed these challenges through the development of an Expansion Strategy. This Expansion Strategy has received widespread support from all stakeholders, including the Portfolio Committee on Police, the NCOP's Select Committee on Safety and Security, the Ministry of Police and the National Treasury.

However, the fiscal reduction has impacted negatively on the implementation of the Expansion Strategy. Budgetary baseline cuts over the MTEF 2015-2018 period have compelled the IPID to reprioritise and to modify the implementation of the Expansion Strategy.

The number of cases investigated by the IPID is significantly higher than the cases investigated by its predecessor. However, when comparing the first two years of the IPID's operation, the number of cases received have declined in all categories but one. Therefore, the IPID has already had a good impact in reducing police criminality. This improvement was achieved with limited resources and capacity. Whilst the reduction indicates improvement, the figures are still unacceptably high.

In addition, there was an increase in the number of criminal convictions. Similarly, IPID recommendations to the National Prosecuting Authority (NPA) as well as the number of matters placed on the court roll around the country have shown an increase. This is a positive development as it highlights the quality of IPID's investigations. However, this reality also means that IPID investigators will spend more time in courts testifying and ensuring that witnesses are available to testify.

The budget cuts have forced the IPID to reprioritise. Due to the cuts, the IPID cannot implement its ICT Plan which is intended to improve the ICT infrastructure. Furthermore, targets in investigations as well as community outreach and stakeholder management activities have been reduced, in line with limited resources for the MTEF period.

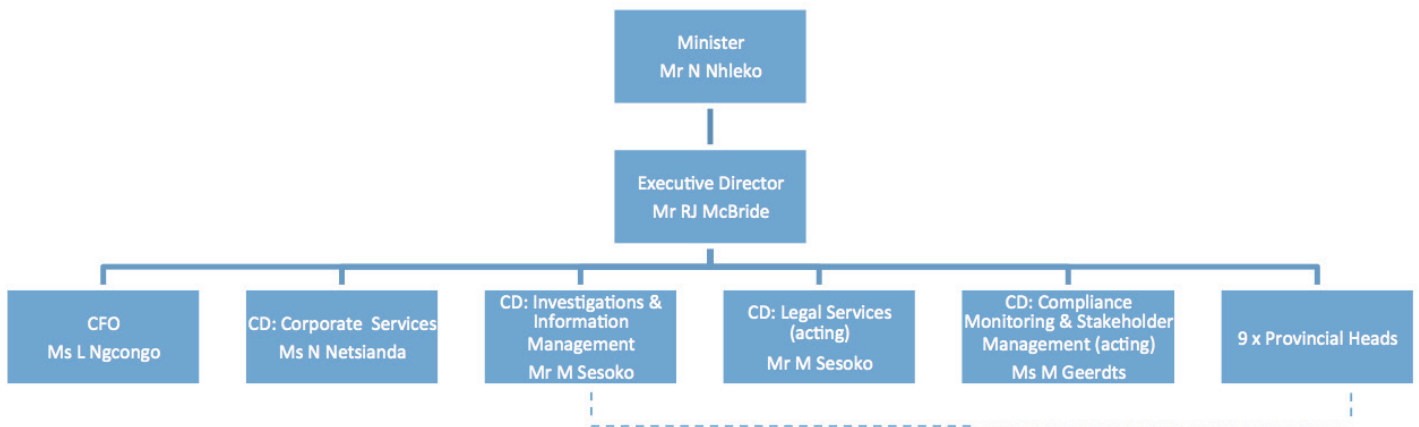
During the previous two financial years, the IPID could not spend its entire budget allocation. This was due to the vacancies in critical positions. The position of the Executive Director was vacant since September 2012. This impacted on all other senior management vacancies, as only the Executive Director (in terms of the IPID Act) can appoint these senior managers. However, most key senior management positions have been filled. It is therefore envisaged that under-spending is unlikely to recur.

¹ South African Police Service, (2013), Analysis of the National Crime statistics: Addendum to the Annual Report 2012/13. <http://www.issafrica.org/crimehub/uploads/SAPS-crime-analysis-2013.pdf>, accessed on 13 February 2013.

² Newham, G and Lancaster, L. (2012), The 2012 South African Budget Reveals Big Shifts in Police Personnel Trends. Available at: <http://www.issafrica.org/iss-today/the-south-african-budget-reveals-big-shift-in-police-personnel-trends>, accessed on 13 February 2013.

5.2. Organisational environment

5.2.1. Organogram



5.2.2. Departmental Structure

The IPID is a National Department listed in schedule 1 of the Public Service Act No. 103 of 1994 (as amended) and listed as Vote 23 in the Estimates of National Expenditure 2013. The Directorate is financed with money that is allocated to it by Parliament.

The IPID Act provides for the establishment and assignment of national and provincial functions to the Department. Investigations are conducted at provincial level while the national office provides strategic leadership, management and administrative support.

The IPID is headed by the Executive Director. The functions of the national office are to:

- (a) Give strategic leadership to the Directorate
- (b) Develop and implement policy for the Directorate
- (c) Oversee and monitor performance at provincial level and intervene to rectify challenges where necessary
- (d) Gather, keep and analyze information in relation to investigations
- (e) Identify and review legislative needs and report these to the Civilian Secretariat for the Police Service
- (f) Do internal auditing of the Directorate
- (g) Provide administrative support to the Directorate
- (h) Strengthen the cooperative relationship between the Directorate and the Civilian Secretariat for the Police Service
- (i) Report to the relevant MEC on matters referred to the Executive Director by the MEC
- (j) Submit an annual report to the Minister and to Parliament
- (k) Implement information measures to develop public awareness of the provisions of the IPID Act
- (l) Deal with any matter referred to it by the Minister
- (m) Make recommendations to the SAPS resulting from investigations done by the Directorate
- (n) Report twice a year to Parliament on the number and type of cases investigated, the recommendations, and the detail and outcome of those recommendations.

5.2.3. Provincial and District Offices

To improve access to its services, nine district offices have been established and are fully functional

Provincial office	District
KwaZulu-Natal (Durban)	Empangeni
Eastern Cape (East London)	Mthatha
North West (Mafikeng)	Rustenburg
Limpopo (Polokwane)	Thohoyandou
Free State (Bloemfontein)	Bethlehem
Northern Cape (Kimberley)	Upington
Mpumalanga (Mbombela)	Witbank
Gauteng (Johannesburg)	Pretoria
Western Cape (Bellville)	George

Each provincial office is headed by a Provincial Head who reports to the Programme Manager on matters investigated and recommendations made, and on the overall management of the provincial office. The Programme Manager in turn report to the Executive Director. The Management Committee (MANCO), which includes the Executive Director and the heads of each provincial office, is responsible for ensuring coordination

and alignment within each province regarding strategic and performance plans, priorities, objectives and strategies across national and provincial levels, and adherence to the financial requirements prescribed in terms of the Public Finance Management Act No. 1 of 1999.

The provincial offices facilitate and conduct investigations and perform any other function incidental to such investigations. They also have to control and monitor active cases, refer matters investigated to the National Prosecuting Authority or relevant for criminal prosecution, refer disciplinary matters to the National Commissioner or appropriate Provincial Commissioner, facilitate cooperation with the Provincial Police Secretariat, and report to the Executive Director and, where appropriate, to the relevant members of the Executive Council. The provincial offices also manage stakeholder relations in the provinces. Investigations are carried out by trained and skilled investigators who operate from provincial and district offices.

5.2.4. Expansion of the IPID establishment: Expansion Strategy 2015-2018

The Department has developed a Strategy on the expansion of the establishment. The majority of the relevant stakeholder departments in government have been consulted. This includes the Ministry of Police, the Portfolio Committee, the Select Committee on Security and the National Treasury. Due to the fiscal pressures the expansion strategy could not be funded for the 2015-2016 financial year.

The footprint of the Department will be expanded with the establishment of further District and Regional offices over the next five years. This will make the IPID more accessible, increase reach and coverage. The implementation of the strategy will depend on future budget allocations. This Expansion Strategy will form part of the main pillar of the process of achieving full complement status and fulfilling all provisions of the IPID Act.

5.2.5. Organisational Programme Structure

The IPID's Executive Authority is the Minister of Police and the Executive Director is the Accounting Officer. The activities of the IPID are organised into the following four programmes:

- Programme 1: Administration
- Programme 2: Investigation and Information Management
- Programme 3: Legal Services
- Programme 4: Compliance Monitoring and Stakeholder Management

5.3. Strategic Planning Process

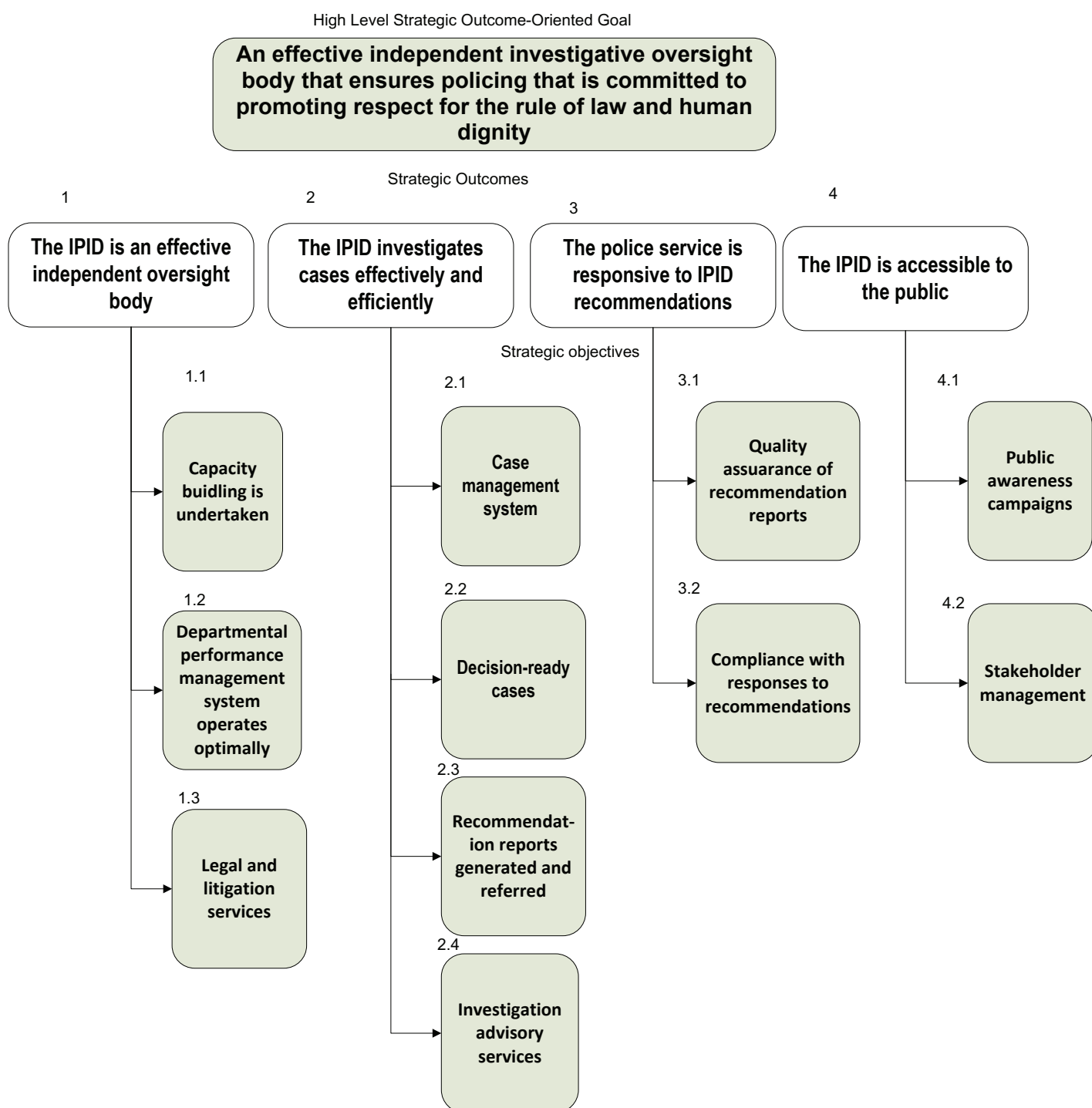
The Department conducted various consultative and planning sessions since the beginning of the financial year 2014/15, this includes:

- Management Committee Meetings (June and August 2014)
- Meeting with the Minister held on 5 August 2014
- Consultation with the National Treasury
- The Portfolio Committee on Police
- The NCOP's Select Committee on Safety and Security
- Strategic Planning Session August 2014
- Strategic Planning Session 17 -20 November 2014

The planning process that was followed in the review of this Strategic Plan was informed by the National Development Plan, the Ruling Party Manifesto, State of the Nation Address and the Medium Term Strategic Framework as well as the new strategic and Ministerial imperatives.

6. STRATEGIC OUTCOME-ORIENTED GOALS

6.1. INDEPENDENT POLICE INVESTIGATIVE DIRECTORATE LOGIC MODEL



6.2. STRATEGIC OUTCOME-ORIENTED GOALS

The National Development Plan envisions that in 2030 people living in South Africa feel safe at home, at school and at work and they enjoy a community life free of fear. In line with this vision the strategic outcome-oriented goals of the IPID are linked to the achievement of outcomes 3 and 12, as identified and adopted by Cabinet in September 2012 and encompassed in the National Development Plan. These outcomes are:

Outcome 3:	ALL PEOPLE IN SOUTH AFRICA ARE AND FEEL SAFE AND SECURE
Outcome 12:	AN EFFICIENT, EFFECTIVE AND DEVELOPMENT-ORIENTED PUBLIC SERVICE AND AN EMPOWERED, FAIR AND INCLUSIVE CITIZENSHIP

In addition, the activities of the IPID will also focus on Outcome 3 to combat police corruption and thereby enhance its effectiveness and its ability to serve as a crime deterrent.

6.2.1. HIGH LEVEL STRATEGIC OUTCOME-ORIENTATED GOAL

An effective independent investigative oversight body that ensures policing that is committed to promoting respect for the rule of law and human dignity.

6.2.2. STRATEGIC OUTCOME-ORIENTATED GOALS

In order to contribute to the achievement of the above high level outcome, the following four strategic outcome oriented goals will determine the focus of the IPID's activities and the allocation of resources during the 2015 to 2020 period:

Strategic Outcome-Oriented Goal:1	THE IPID IS AN EFFECTIVE INDEPENDENT OVERSIGHT BODY
Goal statement	The IPID is an independent oversight body that conducts quality investigations without fear or favour; and makes recommendations that are acted upon and have a lasting impact on police conduct.
Strategic Outcome-Oriented Goal:2	THE IPID INVESTIGATES CASES EFFECTIVELY AND EFFICIENTLY
Goal statement	The IPID conduct quality investigations that ensure the effective completion of cases and the generation of recommendation reports within appropriate time frames.
Strategic Outcome-Oriented Goal: 3	THE POLICE SERVICE IS RESPONSIVE TO IPID RECOMMENDATIONS
Goal statement	The Police Service ensures that IPID recommendations are implemented, action taken as a result thereof is monitored and progress is reported to the IPID.
Strategic Outcome-Oriented Goal:4	THE IPID IS ACCESSIBLE TO THE PUBLIC
Goal statement	Development of public awareness of the IPID and its functions through community awareness programmes, media campaigns and stakeholder management.

6.3. RESOURCE CONSIDERATIONS OF THE INSTITUTION

6.3.1. Expenditure estimates

Table 1: Independent Police Investigative Directorate							
Programme	Audited outcome			Adjusted appropriation	Medium-term expenditure estimate		
R million	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
1. Administration	60.2	59.0	74.4	78.3	74.2	78.6	83.1
2. Investigation and Information Management	89.4	106.0	113.2	147.5	150.8	157.4	166.2
3. Legal Services	2.0	4.2	3.3	5.4	5.1	5.2	5.5
4. Compliance Monitoring and Stakeholder Management	1.9	2.2	2.2	3.5	4.6	4.9	5.0
Total	153.5	171.4	193.1	234.7	234.7	246.1	259.9
Economic classification							
Current payments	149.1	166.0	188.9	229.5	234.3	245.7	259.5
Compensation of employees	78.1	96.0	105.0	140.5	169.8	179.2	188.7
Goods and services	71.0	70.0	83.9	89.0	64.5	66.5	70.8
<i>of which:</i>							
Computer services	7.0	7.5	7.9	14.2	6.9	7.2	7.6
Lease payments	22.8	13.2	19.4	17.8	22.6	22.7	23.9
Property payments	5.4	5.1	6.5	5.9	8.1	8.7	9.3
Travel and subsistence	15.5	18.8	22.5	14.4	6.5	3.7	4.1
Transfers and subsidies	0.1	2.1	0.3	0.7	0.4	0.4	0.4
Departmental agencies and accounts	0.1	0.1	0.1	0.5	0.4	0.4	0.4
Households	0	2.0	0.2	0.2	0	0	0
Payments for capital assets	4.3	3.3	3.9	4.5	-	-	-
Machinery and equipment	4.3	3.3	3.9	4.5	-	-	-
Payments for financial assets	0	0	0	0	-	-	-
Total	153.5	171.4	193.1	234.7	234.7	246.1	259.9

6.3.2. Relating expenditure trends to strategic outcome-oriented goals

The spending baselines have undergone rigorous review and the budgetary allocations have been realigned to support Government's outcomes which are relevant to the IPID. The IPID's medium term strategic focus relates to ensuring that all people in South Africa are and feel safe (Outcome 3). In addition, The IPID will focus on Outcome 3, combating corruption within the Police Service, in order to enhance its effectiveness and its ability to serve as a deterrent against crime.

Over the MTEF period, the IPID will be enhancing its investigative capacity, along with developing specialised investigative capabilities. Due to the nature of its mandate, the IPID will also develop investigative protection capabilities which will ensure critical protection for high-risk investigations conducted by the IPID. These specialised investigative and protection services will be conducted by the newly established National Specialised Investigative Team (NSIT). The reprioritising of the IPID budgetary baseline allocation confirmed the departments' intention to capacitate the NSIT over medium term period. Cabinet approved allocation of R22.5 million in 2015/16, R30.4 million in 2016/17 and R40.8 million in 2017/18 that will ensure the strengthening of the newly established National Specialised Investigative Team.

The strengthening of NSIT will allow IPID's investigators to focus on priority investigations and perform their functions without fear or favour. This will also contribute to IPID's strategic objective of conducting quality investigations which produce appropriate recommendations.

The nature of IPID's work is labour intensive and as such the bulk of budgetary allocations are appropriated to compensation of employees, with the IPID's core service delivery programme, Investigation and Information Management, receiving the bulk of the departments' budgetary allocation.

The compensation of employees' expenditure has accommodated total personnel numbers of 414 in 2015/16 with minimal growth of personnel numbers to 418 in 2016/17 and 423 in the 2017/18 financial year. The Personnel numbers' growth over MTEF period is mainly in Investigation and Information Management to strengthen capacity of the National Specialised Investigative Team (NSIT) and related strategic support.

During the first two years of implementing the IPID Act (2012/13 and 2013/14 financial year), the IPID experienced a high level of senior vacancies which could not be filled until the appointment of the Executive Director, who is the approving authority entrusted with the powers to appoint in terms of the IPID Act. The leadership instability in core service delivery programmes impacted negatively on the performance of the department, with a resultant negative impact on the spending of the department.

However, the appointment of the permanent Executive Director was done towards the end of the 2013/14 financial year. Subsequent to the appointment of the Executive Director, nine (9) Provincial Heads were appointed. It is anticipated that other critical funded vacancies will be filled before the end of the 2014/15 financial year.



PART B

STRATEGIC OBJECTIVES

To effectively and efficiently deliver on our mandate, our activities and priorities will be organized in the following functional programmes:

Programme 1: Administration

Programme 2: Investigation and Information Management

Programme 3: Legal Services

Programme 4: Compliance Monitoring and Stakeholder Management

7. PROGRAMME 1: ADMINISTRATION

7.1. Purpose

Provide for the overall management of the Independent Police Investigative Directorate and support services, including strategic support to the directorate. The programme consists of the following activities and/or components:

7.1.1. DEPARTMENTAL MANAGEMENT

This sub-programme provides strategic leadership, overall and management and strategic reporting to the Department and ensures overall compliance with all relevant prescripts through the following components:

Executive Support

This component provides strategic support to the Executive Director of the IPID. It also provides administrative, logistical and secretariat services and coordination of activities in the Office of the Executive Director.

Corporate Governance

This component focuses on monitoring and evaluation of departmental performance, and reporting on the attainment of strategic objectives. It ensures constant assessment of high quality management practices as a mechanism of enhancing the ability of the Department to deliver on its core mandate. It also provides risk and ethics management services and ensures compliance with laws, regulations and other prescripts.

Integrity Management

This component is responsible for integrity testing of IPID officials as provided for in Section 22 (3), (4) and 26 of the IPID Act.

Security Management

The component provides safety and security management services by developing and supporting the implementation of security policies, systems and procedures. It provides access security and physical security based on Minimum Information Security Standards, Minimum Physical Security Standards and the Occupational Health and Safety Act.

7.1.2. INTERNAL AUDIT

This sub-programme provides assurance and consulting services by conducting compliance audits, performance audits and facilitating internal forensic investigations.

7.1.3. FINANCE SERVICES

This sub-programme ensures the establishment and implementation of strategic finance pertaining to sound financial management, accounting, procurement, provisioning and related internal controls in compliance with relevant legislative requirements. The sub-programme consists of the following components:

Office of the Chief Financial Officer

The Office of the Chief Financial Officer provides strategic support to the Executive Director and core service delivery Programmes, pertaining to finance services of the Department. The component provides effective leadership and ensures the establishment and implementation of strategic finance, for the achievement of departmental objectives. This component provides leadership to the Finance, SCM and Asset Management components. This component also provides strategic support to the Executive Director and department's Senior Management in the implementation of relevant IPID Act financial management imperatives.

Finance

This component provides for the establishment and implementation of sound financial management, expenditure and budgetary management, accounting services, cash-flow management, financial reporting and related internal control systems, in compliance with relevant legislative requirements. It also assist the IPID Executive Director in implementing the legislative imperatives as provided for in section 7(1)(a), section 7(1)(b); section 31(1)(a) and section 32(2)(a) of the IPID Act. It provides critical finance support to all service delivery units within the department, for the achievement of departmental objectives.

Supply-Chain and Asset Management

This component provides for the establishment and implementation of provisioning, procurement, asset management and related internal control systems, in compliance with relevant legislative requirements. It provides critical supply-chain and asset management services to the Department and renders efficient provisioning services which contribute towards the attainment of departmental objectives.

7.1.4. CORPORATE SERVICES

This sub-programme provides support services to the Department as a whole through the following components:

Human Resources Management and Development Services

This component provides human resources management and development services through development of human resource policies and strategies. It ensures the alignment of the organisational structure to the Strategic Plan. It is responsible for the rendering of efficient and effective human resource administration services. It promotes the optimal development and utilisation of human resources and manages labour relations and co-ordinates the employee health and wellness programme.

Information Communication Technology

This component provides communication services by developing, implementing and maintaining Information Communication Technology strategy and advisory services. It is responsible for development and implementation of a master system plan and strategy for Information System Security. It develops, manages and co-ordinates website, intranet and integrated ICT infrastructure. It also provides business continuity services.

Communications

It provides communication and marketing services by developing, implementing and maintaining policy framework for communications. It co-ordinates and manages the distribution of information to stakeholders, provides internal and external communications, library services and promotes public awareness on the IPID.

Auxiliary Services

This component provides record management services, manage fleet services, render switchboard services, render messenger services and oversee the rendering of cleaning services. It also provides overall services related to activities and costs of office accommodation for the Department as a whole. This includes managing service level agreement with Department of Public Works regarding the renting of new property and maintenance of existing property.

7.1.5. OFFICE ACCOMMODATION

This sub-programme houses the devolved funds which are appropriated for office accommodation and related costs. The management of IPID facilities is performed by the Auxiliary Services component.

7.2. Outputs (Strategic objectives) for 2015-2020

Strategic Objective: 1.1	CAPACITY BUILDING IS UNDERTAKEN
Objective statement	The IPID is equitably capacitated to ensure effective and efficient service delivery.
Baseline	Vacancy rate – 12%
Strategic Target	Vacancy rate per year less than 10% : (five year target)
Strategic Objective: 1.2	DEPARTMENTAL PERFORMANCE MANAGEMENT SYSTEM OPERATES OPTIMALLY
Objective statement	The IPID has an effective performance management system, including internal controls and external performance reporting procedures, to ensure accountability.
Baseline	13 performance reports
Strategic Target	Number of performance reports produced- 9 (five year target)

7.3. Resource Considerations

7.3.1. Expenditure estimates

Table 2: ADMINISTRATION							
Sub-programme	Audited outcome			Adjusted appropriation	Medium-term expenditure estimate		
R million	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Department Management	5.2	7.3	6.4	6.7	10.6	11.1	11.7
Corporate Services	33.5	26.0	42.2	40.9	30.4	32.6	34.6
Office Accommodation	8.6	9.1	9.6	10.2	10.6	11.2	11.8
Internal Audit	2.0	2.8	2.4	4.0	3.6	3.7	4.0
Finance Services	10.9	13.8	13.8	16.5	19.0	20.0	21.0
Total	60.2	59.0	74.4	78.3	74.2	78.6	83.1
Change to 2012 budget estimate							
Economic classification							
Current payments	57.4	57.7	72.6	76.8	73.8	78.2	82.7
Compensation of employees	21.4	25.4	30.0	34.1	46.2	48.8	51.3
Goods and services	36.0	32.3	42.6	42.7	27.6	29.4	31.4
<i>of which:</i>							
<i>Computer services</i>	5.2	2.6	6.7	10.1	2.0	2.1	2.2
<i>Lease payments</i>	12.5	10.1	16.6	11.1	13.2	14.2	15.1
<i>Property payments</i>	3.5	3.0	4.2	3.6	3.6	3.8	4.0
<i>Travel and subsistence</i>	3.8	4.3	3.5	3.8	1.5	1.0	1.2
Transfers and subsidies	0.1	0.2	0.1	0.5	0.4	0.4	0.4
Departmental agencies and accounts	0.1	0.1	0.1	0.5	0.4	0.4	0.4
Households	0	0.1	0	0	0	0	0
Payments for capital assets	2.7	1.1	1.7	1	-	-	-
Machinery and equipment	2.7	1.1	1.7	1	-	-	-
Payments for financial assets	0	0	0	0	-	-	-
Total	60.2	59.0	74.4	78.3	74.2	78.6	83.1

7.3.2. Relating expenditure trends to strategic outcome-oriented goals

The spending focus over the medium term will be on capacitating the directorate's administration in critical support services and enhancing its internal control environment to ensure good governance and the delivery of the department's mandate. Accordingly, the bulk of expenditure over the medium term will go to corporate services, internal audit and finance services in order to increase the sub-programmes' ability to support core service delivery programmes in the delivery of the departmental mandate.

Historic spending in the programme increased significantly between 2011/12 and 2013/14, due to the allocation of additional funding to provide for the restructuring of the department in 2011/12 and 2012/13, following the introduction of the Independent Police Investigative Directorate Act (2011). This led to an increase in personnel numbers and spending on compensation of employees, mainly in the Corporate Services sub-programmes. In 2011/12, the department moved into a new national office building, which increased operating lease payments significantly from 2011/12 onwards.

Over the medium term, spending in the Administration programme is expected to decrease, due to a reprioritisation from the Administration programme to the Investigation and Information Management programme. This is in order to capacitate the directorate's specialised investigation function to improve the turnaround time for finalising and referring investigations to the appropriate authorities and giving feedback to complainants. This also explains the overall decrease in spending on goods and services over the same period.

8. PROGRAMME 2: INVESTIGATION AND INFORMATION MANAGEMENT

8.1. Purpose

To strengthen the Department's oversight role over the police service by conducting investigations, in line with the powers granted by the Independent Police Investigative Directorate Act No. 1 of 2011. Making appropriate recommendations on investigations in the various investigation categories and submitting feedback to complainants.

The Programme will also enhance efficiency in case management and maintain relationships with other state security agencies, such as the South African Police Service, the National Prosecuting Authority, Civilian Secretariat for Police and community stakeholders, through on-going national and provincial engagement forums.

The programme consists of the following sub-programmes:

8.1.1. INVESTIGATION MANAGEMENT

This sub-programme develops and maintains investigation systems, procedures, norms, standards and policies in line with the IPID Act and other prescripts. The sub-programme also co-ordinates investigation activities, reports on investigation, develops investigation policy and coordinates the implementation of provincial investigation standards.

This sub-programme also consists of the National Specialised Investigative Team. This unit provides a specialised function and it is aimed at protecting the integrity and credibility of the IPID investigators and the reliability and quality of our investigations. It will also provide for the safe guarding of investigations and the security of investigators.

8.1.2. INVESTIGATION SERVICES

This sub-programme manages and conducts investigations in line provisions of the IPID Act, Regulations, Executive Director Guidelines and standard operating procedures.

8.1.3. INFORMATION MANAGEMENT

This sub-programme manages information and knowledge-management services through the development and maintenance of a case flow management system, a database and the analysis and compilation of statistical information. It also conducts trend analysis based on available data and make recommendation to the SAPS.

Outputs (strategic objectives) for 2015–2020

Strategic Objective: 2.1	CASE MANAGEMENT SYSTEM
Objective statement	A system for the registration, allocation, tracking, management and reporting of investigations, the generation of reliable statistical information and the provision of general business intelligence.
Baseline	87% (4 972) of cases registered and allocated and 18 statistical reports generated.
Strategic Target	90% (4 937) of cases registered and allocated and 18 statistical reports generated.

Strategic Objective: 2.2	DECISION-READY CASES ARE FINALISED
Objective statement	Investigation of cases in line with the provisions of the IPID Act, IPID Regulations and Executive Director's guidelines.
Baseline	56% (5 045) of decision-ready investigations finalised per annum.
Strategic Target	58% (5252) of decision-ready investigations finalised per annum.

Strategic Objective: 2.3	RECOMMENDATION REPORTS GENERATED AND REFERRED
Objective statement	Recommendation reports to NPA, SAPS and MPS regarding criminal and/or disciplinary steps to be taken.
Baseline	86% (1 264) of criminal and 88% (776) of disciplinary report referred within 30 days.
Strategic Target	80% (1176) of criminal and 80% (707) of disciplinary report referred within 30 days.

8.3. Resource Considerations

8.3.1. Expenditure estimates

Table 3: INVESTIGATION AND INFORMATION MANAGEMENT							
Sub-programme	Audited outcome			Adjusted appropriation	Medium-term expenditure estimate		
R million	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Investigation Management	2.0	9.7	1.6	4.2	15.7	18.0	19.9
Investigation Services	82.1	94.0	107.0	138.1	132.0	136.2	142.9
Information Management	5.3	2.3	4.6	5.2	3.1	3.2	3.4
Total	89.4	106.0	113.2	147.5	150.8	157.4	166.2
Economic classification							
Current payments	87.7	102.0	111.1	144.0	150.8	157.4	166.2
Compensation of employees	53.6	65.8	70.7	99.2	115.1	121.4	127.9
Goods and services	34.1	36.2	40.4	44.8	35.7	36.0	38.3
<i>of which:</i>							
<i>Computer services</i>	<i>1.8</i>	<i>4.7</i>	<i>1.1</i>	<i>3.8</i>	<i>4.6</i>	<i>4.8</i>	<i>5.1</i>
<i>Lease payments</i>	<i>10.3</i>	<i>3.0</i>	<i>2.8</i>	<i>6.5</i>	<i>9.3</i>	<i>8.5</i>	<i>8.7</i>
<i>Property payments</i>	<i>1.9</i>	<i>2.1</i>	<i>2.3</i>	<i>2.2</i>	<i>4.5</i>	<i>4.9</i>	<i>5.3</i>
<i>Travel and subsistence</i>	<i>11.4</i>	<i>14.1</i>	<i>18.9</i>	<i>10.2</i>	<i>4.8</i>	<i>2.5</i>	<i>2.7</i>
Transfers and subsidies	-	1.9	0.2	0.1	-	-	-
Departmental agencies and accounts	-	0.1	-	0	-	-	-
Households	-	1.8	0.2	0.1	-	-	-
Payments for capital assets	1.7	2.1	1.9	3.4	-	-	-
Machinery and equipment	1.7	2.1	1.9	3.4	-	-	-
Payments for financial assets	-	-	-	-	-	-	-
Total	89.4	106.0	113.2	147.5	150.8	157.4	166.2

8.3.2 Relating expenditure trends to strategic outcome-oriented goals

The spending focus over the medium term will continue to be on investigating matters as outlined in section 28 of the Independent Police Investigative Directorate Act (2011) in order to contribute towards making sure that people in South Africa are and feel safe (outcome 3). Accordingly, 92.5% of the budget over the

medium term is allocated to the Investigation Services sub-programme. The reprioritised allocation is expected to capacitate the National Specialised Investigative Team (NSIT) over the medium term period. These specialised investigative and protection services will be conducted by the newly established National Specialised Investigative Team (NSIT).

Cabinet approved the reprioritised MTEF allocation in order to ensure the strengthening of the newly established National Specialised Investigative Team. The strengthening of NSIT will allow IPID's investigators to focus on priority investigations and perform their functions without fear or favour. This will also contribute to IPID's strategic objective of conducting quality investigations which produce appropriate recommendations.

The programme compensation of employees has accommodated the funded establishment of 282 over the MTEF period. The Personnel numbers' growth over MTEF period in this programme is mainly to strengthen capacity of the National Specialised Investigative Team (NSIT) and related strategic support.

The nature of IPID's work is labour intensive and as such the bulk of budgetary allocations are appropriated to compensation of employees, with the IPID's core service delivery programme, Investigation and Information Management, receiving the bulk of the departments' budgetary allocation.

9. PROGRAMME 3: LEGAL SERVICES

9.1. Purpose

To provide overall legal advice, guidance and support, manage the legal obligations and ensure Constitutional, Legislative as well as Regulatory compliance by the Department. This programme provides support to the department as a whole and to investigators in particular.

The programme consists of the following sub-programmes:

Legal Support and Administration

The Programme oversees and manages the Directorate's constitutional, legal and statutory obligations and compliance. Develops and maintains Legal Services systems, norms and standards that enable it to advice, guide and support all the Programmes of the Department. Oversee the implementation and management of the Legal Services' strategic objectives.

Litigation Advisory services

The sub-programme is responsible for the coordination and management of civil, labour and arbitration litigation matters. Review of the Department's policies to ensure compliance with legislation and custodian departments policies. Negotiates and draft contracts, memoranda of understanding and service level agreements. Provide legal advice, guidance and support to the Department and conduct legal training to investigators.

Investigation advisory services

The sub-programme is responsible to provide legal support during and after the completion of investigations. Provide legal advice, guidance and support to investigators. Conducts backlog cases interventions. Ensure compliance with law and the conferment of policing powers to investigators.

9.2. Outputs (Strategic Objectives) for 2015-2020

Strategic Objective: 1.3	LEGAL AND LITIGATION SERVICES PROVIDED
Objective statement	Management of the Department's legal obligations and provide legal advice, guidance and support.
Baseline	66% of legal opinions provided
Strategic Target	Percentage of legal opinion provided to the Department – 90% (five year target)

Strategic Objective: 2.4	INVESTIGATION ADVISORY SERVICES UNDERTAKEN
Objective statement	Legal advice and guidance provided to investigators during and after the completion of investigations and the processing of policing powers applications.
Baseline	90% of oral and written legal advice provided to investigators within 24 hours and 48 hours respectively
Strategic Target	Percentage of legal advice provided to investigators - 90% (five year target)

9.3. Resource Considerations

9.3.1. Expenditure estimates

Table 4: LEGAL SERVICES							
Sub-programme	Audited outcome			Adjusted appropriation	Medium-term expenditure estimate		
R million	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Legal Support and Administration	-	1.3	1.5	1.5	1.7	1.8	1.9
Litigation Advisory Services	1.8	1.7	0.7	1.6	1.7	1.7	1.8
Investigation Advisory Services	0.2	1.2	1.1	2.3	1.7	1.7	1.8
Total	2.0	4.2	3.3	5.4	5.1	5.2	5.5
Economic classification							
Current payments	2.0	4.1	3.1	5.3	5.1	5.2	5.5
Compensation of employees	1.4	3.4	2.7	4.7	4.3	4.6	4.8
Goods and services	0.6	0.7	0.4	0.6	0.8	0.6	0.7
<i>of which:</i>							
<i>Computer services</i>	-	0.1	-	-	0.1	0.1	0.2
<i>Lease payments</i>	-	-	-	-	-	-	-
<i>Property payments</i>	-	-	-	-	-	-	-
<i>Travel and subsistence</i>	0.2	0.3	0.2	0.1	0.1	-	-
Transfers and subsidies	-	-	-	0.1	-	-	-
Households	-	-	-	0.1	-	-	-
Payments for capital assets	-	0.1	0.2	-	-	-	-
Machinery and equipment	-	0.1	0.2	-	-	-	-
Payments for financial assets	-	-	-	-	-	-	-
Total	2.0	4.2	3.3	5.4	5.1	5.2	5.5

9.3.2. Relating expenditure trends to strategic outcome-oriented goals

The spending focus over the medium term will be on the provision of sound legal advice and guidance to ensure that cases forwarded for prosecution comply with legal requirements. The programme's budget over the medium term provides for an increase in the proportion of legal opinions provided to the directorate within 21 days of request, from 85% in 2013/14 to 90% in 2016/17, and contracts and service level agreements finalised by the directorate within 30 days of the request. This is to meet the expected increase in demand for investigation advisory services due to the projected increase in the number of investigations conducted by the Investigation and Information Management programme over the medium term.

The projected increase over the medium term in the proportion of legal opinions provided to the directorate within 21 days of request, and contracts and service level agreements finalised within 30 days of request will continue with the reprioritised allocation within the programme. The department has realigned its budget to maintain its staff complement of 8 personnel over the medium term.

The allocation decrease in this programme between the financial years 2014/15 and 2015/16 was mainly due to Cabinet budget allocation reduction and the reprioritisation of NSIT in Programme 2: Investigation and Information Management. The increase in expenditure on goods and services, specifically on legal costs and travel and subsistence, was due to consultations with various stakeholders, including the state attorney and state law advisors, on legal service matters relating to the investigation.

10. PROGRAMME 4: COMPLIANCE MONITORING AND STAKEHOLDER MANAGEMENT

10.1. Purpose

To safeguard the principles of cooperative governance and stakeholder management through on-going monitoring and evaluation of the quality of recommendations made to the South African Police Service and Municipal Police Services. In addition, also report on the police service's compliance with reporting obligations in terms of the Independent Police Investigative Directorate Act No. 1 of 2011. The programme consists of the following sub-programmes:

10.1.1. Compliance Monitoring

The sub-programme monitors and evaluates the quality of recommendations made and responsiveness received from the South African Police Service, Municipal Police Services and National Prosecuting Authority in compliance with the reporting obligations in terms of the Act.

10.1.2. Stakeholder Management

The sub-programme manages relations and liaison with the Department's key stakeholders, such as the South African Police Service, Municipal Police Services, Civilian Secretariat for Police, National Prosecuting Authority, Special Investigating Unit, Public Protector of South Africa, State Security Agency and civil society organisations in line with the requirements of the Act.

10.2. Outputs (Strategic Objectives) for 2015-2020

Strategic Objective: 3.1	QUALITY ASSURANCE OF RECOMMENDATION REPORTS
Objective statement	Ensure monitoring and evaluation of the quality of IPID recommendations to: <input type="checkbox"/> SAPS and MPS regarding possible disciplinary steps; and <input type="checkbox"/> NPA regarding possible criminal prosecution.
Baseline	New Indicator
Strategic Target	Number of reports on the evaluation of the quality of IPID recommendations – 4 (five year target)

Strategic Objective: 3.2	COMPLIANCE MONITORING OF RESPONSES TO RECOMMENDATIONS
Objective statement	Regular monitoring of responsiveness of the SAPS, MPS and NPA to the IPID recommendations as well as reporting on SAPS/MPS compliance with reporting obligations in terms of the IPID Act.
Baseline	New Indicator
Strategic Target	Number of submitted reports on the responsiveness of SAPS/MPS/NPA on IPID recommendations per year – 4 (five year target)

Strategic Objective: 4.1	PUBLIC AWARENESS CAMPAIGNS
Objective statement	Ensure increased community participation in crime prevention and safety initiatives; and organize campaigns that increase public awareness of the provisions of the IPID Act, the directorate's functions and the utilisation of its services.
Baseline	Number of Community Outreach events conducted per year - 337
Strategic Target	Number of Community Outreach events conducted per year - 216 (five year target)

Strategic Objective: 4.2	STAKEHOLDER MANAGEMENT
Objective statement	Regular engagements with key stakeholders, including the SAPS, MPS, Civilian Secretariat for Police, and other relevant Government and Civil Society Organisations.
Baseline	Number of formal engagements conducted at National level with key stakeholders annually - 12 Number of formal engagements conducted at Provincial level with key stakeholders annually – 118
Strategic Target	Number of formal engagements conducted with key stakeholders annually – 120 (five year target)

10.3. Resource Considerations

10.3.1. Expenditure estimates

Table 5: COMPLIANCE MONITORING AND STAKEHOLDER MANAGEMENT							
Sub-programme	Audited outcome			Adjusted appropriation	Medium-term expenditure estimate		
R million	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Compliance Monitoring	1.5	1.8	1.8	1.2	4.0	4.2	4.4
Stakeholder Management	0.4	0.4	0.4	2.4	0.6	0.6	0.6
Total	1.9	2.2	2.2	3.6	4.6	4.8	5.0
Economic classification							
Current payments	1.9	2.1	2.1	3.4	4.6	4.9	5.0
Compensation of employees	1.7	1.4	1.6	2.5	4.2	4.5	4.6
Goods and services	0.2	0.7	0.5	0.9	0.4	0.4	0.4
<i>of which:</i>							
<i>Computer services</i>	-	0.1	0.1	0.1	0.1	0.1	0.1
<i>Lease payments</i>	-	0.1	-	-	-	-	-
<i>Property payments</i>	-	-	-	-	-	-	-
<i>Travel and subsistence</i>	0.2	0.1	0.1	0.3	0.1	0.1	0.1
Payments for capital assets	-	0.1	0.1	0.2	-	-	-
Machinery and equipment	-	0.1	0.1	0.2	-	-	-
Payments for financial assets	-	-	-	-	-	-	-
Total	1.9	2.2	2.2	3.6	4.6	4.8	5.0

10.3.2. Relating expenditure trends to strategic outcome-oriented goals

The spending focus over the medium term will be on safeguarding the principles of cooperative governance, which include monitoring the directorate's compliance with reporting obligations and the quality of recommendations referred to the police service and the National Prosecuting Authority. The stakeholder management will ensure public awareness as part of the directorate's mandate and functions through community awareness programmes. The programme's allocation over the medium term will provide for the establishment and maintenance of stakeholder relations in order to meet the additional reporting obligations placed on the directorate by the Independent Police Investigative Directorate Act (2011).

The bulk of spending in this programme is compensation of employees to capacitate the support that will focus on increased community participation in crime prevention and safety initiatives over the MTEF period; organise campaigns that increase public awareness of the provisions of the IPID Act, the department functions and the utilisation of its services. The programme will also conduct regular monitoring of responsiveness of the SAPS, MPS and NPA to the IPID recommendations as well as reporting on SAPS/MPS compliance with reporting obligations in terms of the IPID Act.

11. HUMAN CAPITAL CONSIDERATIONS

11.1. Staff requirements

There is a need to increase the human resources (personnel) over the next five-year period. The investigative capacity (extent and depth) in the provinces will have to be increased as part of the new Strategic Expansion drive. Due to the budgetary baseline cuts experienced by the department, the implementation of the envisaged Expansion Strategy was materially modified to commence implementation in the outer years of the 2015/20 strategic plan.

11.2. Skills development

In light of current capacity constraints, the departments' strategic direction is to grow in depth of operational efficiency. Human capital investments will be made in the provision of critical and specialised training to IPID officials, as well comprehensive learnership programmes in conjunction with relevant SETA's.

12. RISK MANAGEMENT

The following top key risks have been identified which may affect the realisation of the strategic outcomes specified for the IPID programmes:

No.	RISK TITLE	RISK DESCRIPTION	MITIGATING CONTROLS
1	Accessibility to clients	Investigators may not be able to fulfil their duties and obligations in terms of the IPID Regulations and SOP, as a result of having to travel long distances from provincial/district offices.	Funding and implementation of Expansion Strategy.
2	Reliance on SAPS	Independence of the department being compromised due to reliance on SAPS for specialised investigative services, e.g. Ballistics, DNA testing, photography, etc.	Obtaining IPID investigative equipment and sourcing independent specialized investigative services.
3	Constrained resources	Due to budgetary cuts experienced, there is a risk of constrained resources impacting negatively on operations.	Implement cost containment measures to encourage efficient spending. Reprioritisation of funding to critical strategic objectives.
4	Non-responsiveness to IPID recommendations	Non-responsiveness to IPID recommendations by key strategic stakeholders, leading to non-compliance with the IPID Act.	The functioning of the Consultative Forum as provided for in the IPID Act. Regular engagements with stakeholders.
5	Alignment of the IPID Act	Contradictions in the IPID Act.	Amendment of the IPID Act.



PART C

LINKS TO OTHER PLANS

13. Links to the long-term infrastructure and other capital plans

The IPID does not develop its own long-term infrastructure or capital plans.

14. Conditional grants

The IPID does not currently issue or receive conditional grants.

15. Public entities

There are no Public Entities that reports to the IPID

16. Public-private partnership

Currently there are no Public-private partnerships.

Annexure A

Technical Indicator descriptions

Indicator title	Percentage of vacancy rate
Short definition	This is the number of vacant posts compared to the number of total posts in the establishment
Purpose/importance	To monitor the performance of the IPID in keeping the vacancy rate below the targeted 10%
Source/collection of data	Performance reports submitted by Human Resource Management
Method of calculation	$\text{Vacancy rate} = (\text{number of vacant posts} / \text{total posts}) \times 100$
Data limitations	No specific limitations
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	Lower than performance targets
Indicator responsibility	Corporate Services
Indicator title	Number of performance reports produced
Short definition	Number of performance monitoring and evaluation reports produced
Purpose/importance	This is the number of performance monitoring and evaluation reports produced on progress made towards the achievement of strategic objectives and analysis of performance
Source/collection of data	To monitor the implementation of the department's Annual Performance Plan
Method of calculation	Performance reports submitted by Corporate Governance to the Executive Director
Data limitations	No specific limitations
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Quarterly and annually
New indicator	No
Desired performance	As per targeted performance
Indicator responsibility	Performance Monitoring and Evaluation Component
Indicator title	Percentage of cases registered and allocated within 72 hours of receipt
Short definition	This is the percentage of cases which have been registered and allocated within 72 hours of receipt
Purpose/importance	To measure the efficiency of the case management system
Source/collection of data	Case flow management system
Method of calculation	$(\text{The number of cases registered and allocated within 72 hours} / \text{the total number of cases received}) \times 100$
Data limitations	Inaccurate data on case file, reports, registers, case flow management system and database, unavailability of departmental network
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Monthly, quarterly, half yearly and annually
New indicator	No (revised)
Desired performance	As per targeted performance

Indicator responsibility	Investigation Services
Indicator title	Percentage of Decision-Ready Cases produced
Short definition	This is the number of decision-ready investigations produced(except where reasons are given in line with IPID Regulations) compared to the total workload
Purpose/importance	To measure the extent to which the IPID investigators complete investigations within reasonable time frames
Source/collection of data	Statistical reports
Method of calculation	(Number of decision-ready investigations finalised (except where reasons are given in line with IPID Regulations) / total workload) x 100
Data limitations	Inaccurate data on case file, reports, registers, case flow management system and database
Type of indicator	Output
Calculation type	Non – cumulative
Reporting cycle	Monthly, quarterly, half yearly and annual
New indicator	Yes
Desired performance	Higher than targeted performance
Indicator responsibility	Investigation Services
Indicator title	Percentage of recommendations reports referred to the NPA per annum
Short definition	This is the number of recommendation reports referred to the NPA within 30 days.
Purpose/importance	To assess the number of recommendations referred to the NPA.
Source/collection of data	Case flow management system and case files
Method of calculation	Based on the number of recommendation reports submitted to the NPA compared to the total number decision ready cases finalised.
Data limitations	Inaccurate reporting, unavailability of departmental network
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Monthly, quarterly, half yearly and annually
New indicator	Yes
Desired performance	Criminal recommendations sent to NPA within 30 days of finalisation.
Indicator responsibility	Investigation Services
Indicator title	Percentage of recommendations reports referred to SAPS & MPS per annum
Short definition	This is the number of recommendation reports referred to the SAPS & MPS within 30 days after relevant report has been signed off.
Purpose/importance	To assess the number of recommendations referred to the SAPS & MPS within 30 days after relevant report has been signed off.
Source/collection of data	Case flow management system and case files
Method of calculation	Based on the number of recommendation reports submitted to the SAPS & MPS compared to the total number relevant reports signed off.
Data limitations	Inaccurate reporting, unavailability of departmental network
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Monthly, quarterly, half yearly and annually
New indicator	Yes

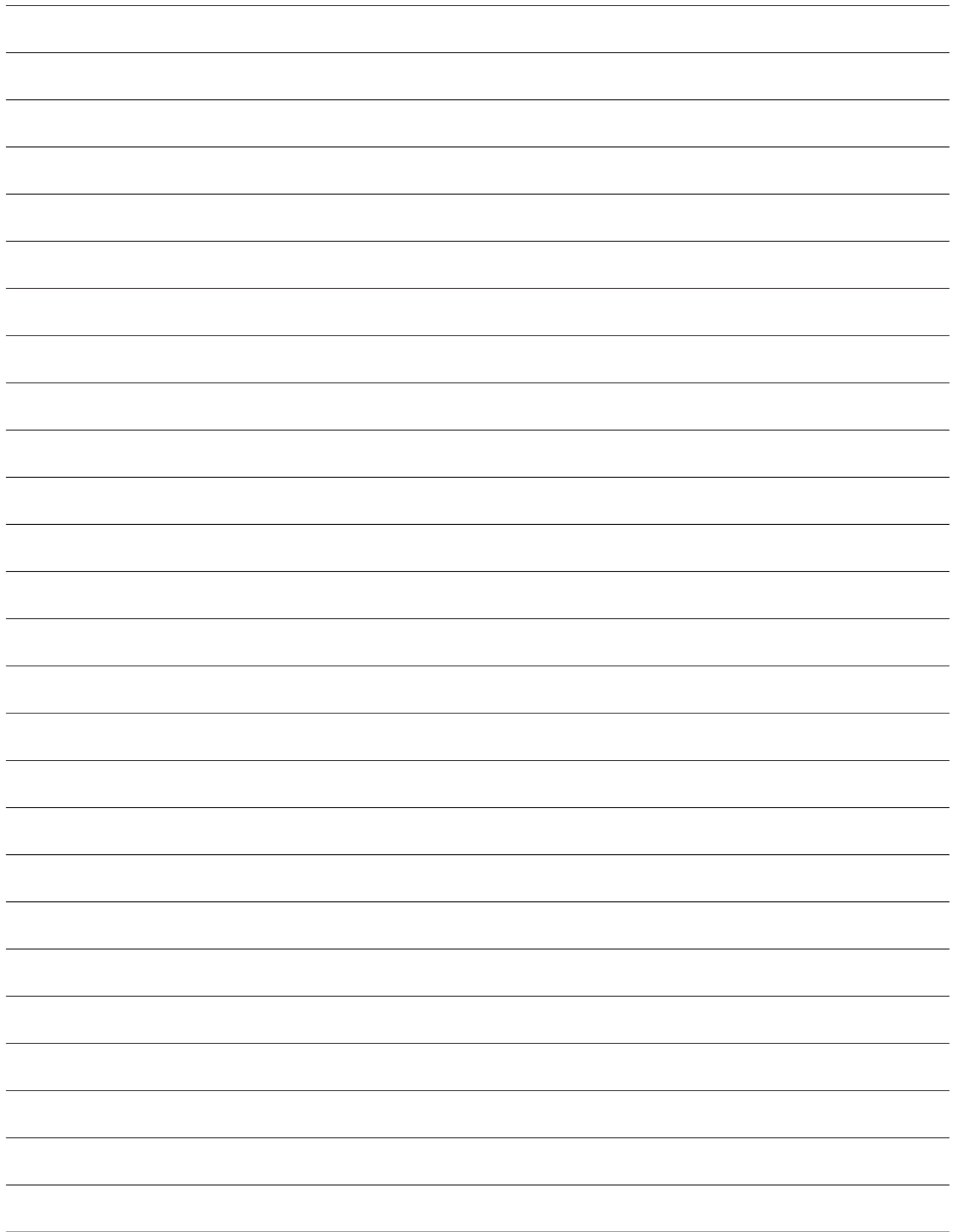
Desired performance	Disciplinary recommendations referred to SAPS & MPS within 30 days of reports signed off.
Indicator responsibility	Investigation Services
Indicator title	Percentage of legal advice, guidance and support provided to the department
Short definition	This is the percentage of all legal advice provided, contracts concluded, litigation matters attended, policing powers processed and access to information requested.
Purpose/importance	To assess the extent to which the Legal Services ensures effective and prompt management of departmental legal and contractual obligations
Source/collection of data	File control registers
Method of calculation	The number of finalised contracts and service-level agreements finalised within 30 working days of requests / The total number of received requests x 100
Data limitations	Inaccurate capturing of data on file control register
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Monthly, quarterly and annually
New indicator	No
Desired performance	As per targeted performance
Indicator responsibility	Litigation Advisory Services
Indicator title	Number of advisory and guidance undertaken in support of investigators
Short definition	The number of practise notes and bulletins, backlog cases interventions conducted, legal workshops conducted and legal advice undertaken in support of investigators.
Purpose/importance	To assess the extent to which the Legal Services renders legal support to investigators during and after finalisation of investigations.
Source/collection of data	File control registers
Method of calculation	Simple count of number of legal services and support provided to investigators.
Data limitations	Inaccurate capturing of data on file control register
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Monthly, quarterly and annually
New indicator	No
Desired performance	As per targeted performance
Indicator responsibility	Litigation Advisory Services

Indicator title	Number of media statements and public awareness engagements undertaken annually
Short definition	This is the number of media statements released and events conducted to increase public awareness on the provisions of the IPID Act, the directorate's functions and the utilisation of its services.
Purpose/importance	To allow IPID to measure the extent of its engagement with the public
Source/collection of data	Performance reports submitted by provincial offices and head office
Method of calculation	Simple count of media statements and community outreach events (that include public engagements, information sessions and marketing campaigns)
Data limitations	No specific limitations

Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Monthly, quarterly and annually
New indicator	No
Desired performance	As per targeted performance
Indicator responsibility	Provincial Heads and Communications
Indicator title	Number of stakeholder engagements undertaken
Short definition	This is the number of formal engagements held by Provincial heads and National office with key stakeholders, including the SAPS, MPS and Civilian Secretariat for Police, and other relevant Government and Civil Society Organisations
Purpose/importance	To allow IPID to measure the extent of its engagements with stakeholders on Provincial and National level
Source/collection of data	Performance reports submitted by Management
Method of calculation	Simple count of formal stakeholder engagements at Provincial and National level
Data limitations	No specific limitations
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Monthly, quarterly and annually
New indicator	No
Desired performance	As per targeted performance
Indicator responsibility	Provincial Heads and Senior Management
Indicator title	Quality analysis reports
Short definition	This is the number of submitted analysis reports on the quality of IPID recommendations to SAPS, MPS and NPA
Purpose/importance	To allow IPID to measure the quality of its recommendations
Source/collection of data	Evaluation reports submitted by provincial offices and head office
Method of calculation	Simple count of number of quality analysis reports submitted to the Executive Director
Data limitations	No specific limitations
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Monthly, quarterly and annually
New indicator	No
Desired performance	As per targeted performance
Indicator responsibility	Chief Directorate: Compliance Monitoring and Stakeholder Management
Indicator title	Compliance monitoring reports
Short definition	This is the number of submitted reports on the implementation of IPID recommendations by SAPS and MPS, and on the compliance of the SAPS/MPS with the reporting obligations as set out in the IPID Act
Purpose/importance	To allow IPID to measure the responsiveness of the SAPS and MPS to its recommendations and to measure the extent which the SAPS/MPS adhere to their reporting obligation
Source/collection of data	Performance reports submitted by provincial offices and head office

Method of calculation	Simple count of number of compliance reports submitted to the Executive Director
Data limitations	No specific limitations
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Monthly, quarterly and annually
New indicator	No
Desired performance	As per targeted performance
Indicator responsibility	Provincial Heads and Chief Director: Compliance Monitoring and Stakeholder Management

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